

# 2009 Baldrige Regional Conferences

## Welcome to the 2008 Award Recipients

For more than a decade, the Regional Conferences have been a valuable forum for Baldrige Award Recipients to showcase their exceptional performance practices. This year, we welcome select representatives of the 2008 Award recipients: Cargill Corn Milling North America (manufacturing); Iredell-Statesville Schools (education); and Poudre Valley Health System (health care). In addition, the conferences will feature former Award recipients from every sector.



Whether your organization is large or small; involved in service or manufacturing, health care, education, nonprofit or government; housed in one location or multiple sites around the globe; you can benefit from the knowledge and experience of the Baldrige Award recipients. Please join us at the 2009 Regional Conferences in Milwaukee and Cambridge.

## About the Baldrige Regional Conferences

The 2009 Baldrige Regional Conferences will provide an in-depth opportunity to learn about the best practices and results of both the 2008 Baldrige Award recipients and former Award recipients. Senior leaders and other representatives of the Award recipient organizations will make presentations and answer questions about the seven Categories of the Baldrige Criteria, and will address other special topics of interest. The conferences will feature a combination of plenary and concurrent presentations that provide a dynamic and interactive environment where you can maximize your learning and networking. This year we are introducing Open Microphone sessions on selected topics in which you can share your knowledge. These sessions feature facilitated discussions on various topics.



**Who Should Attend:** CEOs; senior managers; education, health care, and government/nonprofit leaders and professionals; directors of staff functions; heads of operating units; and quality/performance improvement practitioners.



**Conference Proceedings/Materials:** This year, we are Going Green! This means all attendees will have online access prior to the conference giving them access to the presentation visuals and the attendee list. At the conference, attendees will receive a Learning Journal to guide their conference experience. The journal also contains a CD with the presentation visuals. In addition, attendees will receive a CD with Baldrige Program Materials and a DVD containing videos of the 2008 Award recipients. A limited number of conference bags will be available if needed, but we encourage you to support our Go Green initiative by reusing a bag from a previous event.

For more information on the Baldrige Regional Conferences and the Baldrige National Quality Program, call (301) 975-2036; fax (301) 948-3716; e-mail [baldrige@nist.gov](mailto:baldrige@nist.gov); or visit our Web site at [www.nist.gov/baldrige](http://www.nist.gov/baldrige)





# Showcasing the 2008 Baldrige Award Recipients

## MANUFACTURING

### Cargill Corn Milling North America

CCM, a business unit within privately held Cargill Inc., manufactures corn- and sugar-based products serving food, feed, and fermentation markets. CCM delivers 60-plus products to more than 3,000 customers and yields revenues in excess of \$1 billion.



#### Select Results and Highlights:

- Earnings after tax nearly tripled from fiscal year 2003 to 2007.
- CCM achieved a 99% error-free delivery rate from 2005 to 2008.
- Compound annual growth rate with strategic customers has increased across 6 core business areas in recent years.
- CCM uses several management tools, such as the CCM Scorecard, Employee Engagement Survey, Behavioral-Based Safety process, Error Cause Removal process, and CCM Best Practice Model for employee teams.
- CCM rebuilt its Cedar Rapids, Iowa, facility after severe floods in June 2008. CCM implemented disaster recovery processes, rebuilt and restored the plant, assisted employees and the community, and kept its workforce employed.

## EDUCATION

### Iredell-Statesville Schools

I-SS is a K-12 public school system in southwestern North Carolina. I-SS offers a variety of courses and educational programs to meet student needs, including heterogeneously grouped classrooms, two at-risk behavior schools, and virtual and early college settings.



#### Select Results and Highlights:

- Student achievement rose to 9th from 55th out of North Carolina's more than 100 school districts from 2007 to 2008. The total average SAT score in 2008 was better than peer district, state, and national averages.
- I-SS features a culture of "focus on learning" through face-to-face and virtual opportunities to collaborate on improving student learning.
- I-SS has achieved steady improvements in many areas. The district reached 90.6% reading proficiency on the state reading assessment in 2006-2007; narrowed reading proficiency gaps between African-American children and all students and exceptional children and all students; increased cohort graduation rates from 61% in 2002-2003 to 81% in 2007-2008; and improved SAT performance over the past five years by more than 60 points, compared to a 9-point decrease in the national average.

## HEALTH CARE

### Poudre Valley Health System

PVHS is a locally owned, private not-for-profit health care organization. With a workforce in excess of 4,000, the system provides a full spectrum of health care services through two hospitals and a network of clinics and care facilities in northern Colorado, western Nebraska, and southern Wyoming.



#### Select Results and Highlights:

- Top rankings include patient loyalty in the top 1% of U.S. hospitals (U.S. Centers for Medicare and Medicaid Services); national 99th percentile in overall physician satisfaction (Gallup); highest inpatient satisfaction among 300 hospitals nationally (Avatar); in or near the top 10% of national performance standards for treating acute myocardial infarction, heart failure, and pneumonia; and multiple awards such as "America's 100 Best Places to Work in Healthcare" (*Modern Healthcare Magazine*).
- PVHS decreased emergency visits by 50% and achieved cost savings through its community case management program.
- PVHS has identified regional health needs and ways to address them. In 2007, total community support was greater than 25% of net patient revenue.



## Pre-Conference Workshop for Baldrige Beginners and Special Bonus Session!

A Pre-Conference Workshop will be offered from 1:00-4:00 pm on September 14 for the Milwaukee, WI conference and on October 1 for the Cambridge, MA conference. This optional workshop is designed to familiarize people new to Baldrige with the Program and the Criteria to maximize their learning at the conference. **However, the workshop is not a prerequisite for attending the conference.** This workshop provides a hands-on opportunity to learn the basics of the Baldrige Criteria, the benefits of self-assessment, and the resources available to help organizations in their journey to excellence. Pre-registration is required as on-site registration will not be available. Please register early to reserve a seat. The workshop is available with or without a Regional Conference registration, but conference registrants receive a significant discount.

How do you know if you should attend the Pre-Conference Workshop? If you agree with all or most of the following statements, this workshop is designed for you:

- I am not familiar with the Baldrige Criteria for Performance Excellence
- I would like an introduction to the Baldrige Award Program and the Criteria
- I would like to understand the benefits of using the Criteria for self-assessment
- I have not previously attended a Baldrige conference

As an added bonus, workshop attendees can stay for an interactive informational session with the state award program host (MassExcellence or the Wisconsin Forward Award). This session will give attendees the opportunity to learn about these programs and the many benefits they provide to organizations on their Baldrige journey. The session is scheduled for 4:00-5:00 pm.

## About Our Co-Sponsors

### MassExcellence and the Wisconsin Forward Award Programs

These co-sponsors are state quality award programs and as such are key stakeholders in the Baldrige National Quality Program. The state and local programs play an important national role by helping many local organizations start and continue with their performance excellence journey. Since 1992, MassExcellence's primary purpose is to partner with organizational leaders committed and focused on long-term sustainability and in improving overall organizational performance using the proven, world-class Baldrige Criteria framework. The Wisconsin Forward Award program was created in 1997 to promote significant achievements in continuous improvement and performance excellence—business practices that ensure the economic vitality of Wisconsin organizations and the communities they serve.

For more information on these programs, see <http://www.massexcellence.com> or <http://www.forwardaward.org>



## The Alliance for Performance Excellence

The Alliance for Performance Excellence is a nonprofit network of state and local quality award programs that use the Baldrige Criteria for Performance Excellence to advance organizational excellence and competitiveness in their states and regions.

You may find more information on the Alliance and other state and local programs at <http://www.baldrigepe.org/alliance/>



# preliminary Conference schedules\*

**SEPTEMBER 14 AND 15, 2009: MILWAUKEE, WI**

**Registration Hours:** September 14, 12:00 noon to 5:00 pm  
September 15, 7:00 am to 3:00 pm

## Monday, September 14, 2009: Milwaukee, WI

1:00 - 5:00 pm	Pre-Conference Workshop for Baldrige Beginners (Optional) (includes a special bonus session from 4:00 - 5:00 pm with the Wisconsin Forward Award Program)
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## Tuesday, September 15, 2009: Milwaukee, WI

7:00 - 8:00 am	Continental Breakfast		
8:00 - 9:30 am	<b>Opening Plenary Session</b> Welcome and Opening Remarks: Wisconsin Forward Award and Baldrige Program Leadership Presentations: <ul style="list-style-type: none"> <li>•Cargill Corn Milling North America</li> <li>•Iredell-Statesville Schools</li> <li>•Poudre Valley Health System</li> </ul>		
9:30 - 9:45 am	Networking Break		
	Concurrent Sessions		
9:45 - 11:00 am	Strategic Planning & Customer and Market Focus <b>U.S. Army Armament Research, Development and Engineering Center</b>	Measurement, Analysis, and Knowledge Management & Process Management <b>University of Wisconsin-Stout</b>	Leadership & Workforce Focus <b>Poudre Valley Health System</b>
11:15 am - 12:30 pm	Measurement, Analysis, and Knowledge Management & Process Management <b>MESA Products, Inc.</b>	Leadership & Workforce Focus <b>Iredell-Statesville Schools</b>	Strategic Planning & Focus on Patients, Other Customers, and Markets <b>Mercy Health System</b>
12:30 - 1:30 pm	Lunch		
1:30 - 2:45 pm	Leadership & Workforce Focus <b>Cargill Corn Milling</b>	Strategic Planning & Student, Stakeholder, and Market Focus <b>Iredell-Statesville Schools</b>	Measurement, Analysis, and Knowledge Management & Process Management <b>Sharp HealthCare</b>
2:45 - 3:00 pm	Networking Break		
	Special Topic Sessions		
3:00 - 3:45 pm	Using Baldrige to Prepare for an Automotive Downturn <b>PRO-TEC Coating Company</b>	Sustaining Quality Improvement in a Challenging Economy <b>University of Wisconsin-Stout</b>	Achieving Baldrige as a Vertically Integrated Healthcare System Using the Physician Partnership Model <b>Mercy Health System</b>
	Open Mic Sessions		
4:00 - 4:45 pm	Writing A Baldrige Application <b>Cargill Corn Milling</b>	Starting Your Baldrige Journey: Baldrige Resources and Getting your Executives Engaged <b>Jenks Public Schools</b>	Selecting Performance Metrics and Building a Balanced Scorecard <b>Poudre Valley Health System</b>

## OCTOBER 1 AND 2, 2009: CAMBRIDGE, MA

**Registration Hours:** October 1, 12:00 noon to 5:00 pm  
October 2, 7:00 am to 3:00 pm

### Thursday, October 1, 2009: Cambridge, MA

1:00 - 5:00 pm	Pre-Conference Workshop for Baldrige Beginners (Optional) (includes a special bonus session from 4:00 - 5:00 pm with the MassExcellence Award Program)
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### Friday, October 2, 2009: Cambridge, MA

7:00 - 8:00 am	Continental Breakfast		
8:00 - 9:30 am	<b>Opening Plenary Session</b> Welcome and Opening Remarks: MassExcellence Award Program and Baldrige Program Leadership Presentations: <ul style="list-style-type: none"> <li>•Cargill Corn Milling North America</li> <li>•Iredell-Statesville Schools</li> <li>•Poudre Valley Health System</li> </ul>		
9:30 - 9:45 am	Networking Break		
	Concurrent Sessions		
9:45 - 11:00 am	Strategic Planning & Customer and Market Focus <b>U.S. Army Armament Research, Development and Engineering Center</b>	Measurement, Analysis, and Knowledge Management & Process Management <b>Jenks Public Schools</b>	Leadership & Workforce Focus <b>Poudre Valley Health System</b>
11:15 am - 12:30 pm	Measurement, Analysis, and Knowledge Management & Process Management <b>PRO-TEC Coating Company</b>	Leadership & Workforce Focus <b>Iredell-Statesville Schools</b>	Strategic Planning & Focus on Patients, Other Customers, and Markets <b>Mercy Health System</b>
12:30 - 1:30 pm	Lunch		
1:30 - 2:45 pm	Leadership & Workforce Focus <b>Cargill Corn Milling</b>	Strategic Planning & Student, Stakeholder, and Market Focus <b>Iredell-Statesville Schools</b>	Measurement, Analysis, and Knowledge Management & Process Management <b>Sharp HealthCare</b>
2:45 - 3:00 pm	Networking Break		
	Special Topic Sessions		
3:00 - 3:45 pm	Community Footprints and Sustainability Efforts <b>Ritz Carlton Hotel Company</b>	Responsible Risk-Taking: Baldrige-Inspired Approach <b>Richland College</b>	Innovation <b>Sharp HealthCare</b>
	Open Mic Sessions		
4:00 - 4:45 pm	Selecting Performance Metrics and Building a Balanced Scorecard <b>Premier Inc.</b>	Starting Your Baldrige Journey: Baldrige Resources and Getting your Executives Engaged <b>Richland College</b>	Writing A Baldrige Application <b>Poudre Valley Health System</b>

\* Conference schedules are subject to change. Please check our Web site for updated schedules at [www.nist.gov/baldrige/2009\\_Regionals/Regionals.htm](http://www.nist.gov/baldrige/2009_Regionals/Regionals.htm).

## Hotel & Conference Registration Information

### HOTEL AND TRAVEL

**Hyatt Regency Milwaukee, Milwaukee, WI:** Rooms have been reserved at the special conference rate of \$159 (single or double). To receive the conference rate, please reserve by August 21, 2009. To make reservations, call 402-592-6464 or 888-421-1442 and reference the Baldrige Regional Conference or reserve rooms online at [www.nist.gov/baldrige](http://www.nist.gov/baldrige).

**Hyatt Regency Cambridge, Cambridge, MA:** Rooms have been reserved at the special conference rate of \$229 (single or double). To receive the conference rate, please reserve by September 7, 2009. To make reservations, call 888-421-1442 and reference the Baldrige Regional Conference or reserve rooms online at [www.nist.gov/baldrige](http://www.nist.gov/baldrige).

### 2009 BALDRIGE REGIONAL CONFERENCES REGISTRATION INFORMATION

Conference registrations include attendance to the plenary session, concurrent sessions, and open mic sessions. Continental breakfast, refreshment breaks and a networking lunch are also included. Advance and Regular registrations must be submitted by 5 pm Eastern Daylight Time on the dates listed below. After the cut-off dates for advance and regular registrations, late registrations must be paid on-site. As described in this brochure, for an additional fee, a pre-conference workshop will be offered to a limited number of registrants. Details are below describing fees, faculty and group discounts, the pre-conference workshop, payment information, and the cancellation and substitution policy.

**Registrations must be submitted by 5 pm Eastern Daylight Time on the dates listed below.**

Registration Type	Fee	Milwaukee	Cambridge
Advance Registration	\$445	By August 24	By September 10
Regular Registration	\$495	August 25-September 9	September 11-29
On-site Registration*	\$545	Beginning September 9, 5 pm	Beginning September 28, 5 pm

\*After 5 pm EDT, September 9 for Milwaukee and after 5 pm EDT, September 28 for Cambridge as these registrations will have to be completed on-site.

### EDUCATION and GROUP DISCOUNTS

Individuals who have full-time academic employment with a college, university, school district, secondary school, or elementary school receive a \$50 discount per registrant off the advance, regular, or on-site registration fee, as appropriate. The faculty discounts cannot be combined with the group discounts.

Groups of 5 or more receive a \$50 discount per registrant off the advance, regular, or on-site registration fee, as appropriate. Registrations must be made as a group. The full conference fee will be charged if cancellations reduce the group to fewer than 5 employees. Substitutions may be made at any time.

### PRE-CONFERENCE WORKSHOP

A Pre-Conference Workshop will be offered on September 14 for the Milwaukee, WI conference and on October 1 for the Cambridge, MA conference. The workshop is available with or without a Regional Conference registration. Because the workshop has limited space, on-site registrations are not accepted.

- **Pre-Conference Workshop with conference registration \$50 (at the same location)**
- **Pre-Conference Workshop Only \$150**

### PAYMENT INFORMATION

This registration form must be accompanied by payment in full (U.S. currency only), via a major credit card (VISA/MC/AMEX) that will be charged, or a check or money order. Sorry, we cannot accept purchase orders. **All checks for the Baldrige Regional Conferences should be made payable to the "MBNQA Foundation."** For credit card payments, **"Baldrige Regional Conference" will be listed as the payee on all registrants' credit card statements.** Those who **register by phone will be asked to fax a statement to MACC authorizing MACC to charge their named credit card for the amount of their registration fee in order to complete their registration.** You will receive confirmation of your registration by mail, e-mail, or fax (domestic attendees only). Online registrants will be sent an automatic acknowledgement of registration by e-mail.

### CANCELLATION AND SUBSTITUTION POLICY

**All requests for cancellation must be made in writing and faxed or e-mailed to MACC by 5 pm EDT on the dates listed below.** Substitutions may be made at any time.

Cancellation Type	Milwaukee, WI	Cambridge, MA
Cancellation with full refund	By August 24	By September 10
Cancellation with \$100 fee	August 25-September 9	September 11-29
Cancellation with no refund	Beginning September 9, 5 pm	Beginning September 28, 5 pm

For information on registration, contact MACC at 2009 Baldrige Regional Conferences, c/o MACC, Inc., P.O. Box 513, Colmar, PA 18915-0513, phone 215-822-6319, or fax 215-822-3332.

# Baldrige Regional Conferences Registration Form

## FOUR WAYS TO REGISTER

1. Fill out the registration form and mail to:  
**2009 Baldrige Regional Conferences • c/o MACC, Inc. • P.O. Box 513 • Colmar, PA 18915-0513**
2. Call MACC, Inc. at **215-822-6319** and use your MasterCard, Visa, or American Express.
3. Fax your completed registration form with credit card payment to 2009 Baldrige Regional Conferences, c/o MACC, Inc., at **215-822-3332**.
4. Register online at **www.nist.gov/baldrige**. Online registration will be open for the Milwaukee, WI conference through 5 pm, Eastern Daylight Time (EDT), on September 9 and through 5 pm, EDT, September 28 for the Cambridge, MA conference.

## CONTACT INFORMATION (\*Required field)

\*First Name \_\_\_\_\_ Middle \_\_\_\_\_ \*Last Name \_\_\_\_\_  
\*First Name for Badge \_\_\_\_\_  
\*Organization \_\_\_\_\_  
Title \_\_\_\_\_  
\*Address \_\_\_\_\_  
\*City \_\_\_\_\_  
\*State \_\_\_\_\_ \*ZIP Code \_\_\_\_\_ \*Country \_\_\_\_\_  
\*Phone \_\_\_\_\_ Fax \_\_\_\_\_  
\*E-mail \_\_\_\_\_

## Sector

Please indicate the sector to which your organization belongs:

☐ Manufacturing ☐ Service ☐ Small Business ☐ Education ☐ Health Care ☐ Government ☐ Nonprofit

## How did you hear about the 2009 Baldrige Regional Conferences?

☐ Received brochure in the mail ☐ E-mail advertisement ☐ State or Local Quality Award Program  
☐ From a colleague ☐ Announcement in a trade publication ☐ Other: \_\_\_\_\_  
☐ Baldrige Web site Please specify: \_\_\_\_\_

## Please select the conference you wish to register for.

☐ Milwaukee, WI, September 15, 2009 ☐ Cambridge, MA, October 2, 2009

## SELECT REGISTRATION (Please select the type of registration you wish to have.)

	Advance*	Regular	On-site***
<b>Regional Conference</b>			
<input type="checkbox"/> Individual .....	\$445 .....	\$495 .....	\$545 .....
<input type="checkbox"/> Faculty Discount .....	\$395 .....	\$445 .....	\$495 .....
<input type="checkbox"/> Group Discount** .....	\$395 .....	\$445 .....	\$495 .....

## Pre-Conference Workshop (Limit 60 registrants)

☐ Pre-Conference Workshop with conference registration ..... \$50 ..... \$50 ..... N/A  
☐ Pre-Conference Workshop only ..... \$150 ..... \$150 ..... N/A

\*Advance Registration must be submitted by 5 pm EDT, August 24 for Milwaukee, WI and by 5 pm EDT September 10 for Cambridge, MA.

\*\*All registrations must be submitted at the same time to receive the group discount.

\*\*\*On-site rates apply after 5 pm EDT, September 9 for Milwaukee, WI and after 5 pm EDT September 28 for Cambridge, MA as these registrations will have to be completed on-site.

## Special Needs (☐ Check here if you wish to be contacted)

Do you have any special needs and/or dietary restrictions that we can address to make your participation more enjoyable?  
Please indicate these special needs in the space below:

## Payment Information

☐ Check or money order (Make check payable to "MBNQA Foundation").  
☐ Credit Card - Your Credit Card Statement will list "Baldrige Regional Conference" as the payee.  
☐ Visa ☐ MasterCard ☐ American Express

Name as it appears on the card: \_\_\_\_\_ Account number: \_\_\_\_\_

CID/SVC number\*: \_\_\_\_\_ Expiration date: \_\_\_\_\_ Signature: \_\_\_\_\_

\* This three- or four-digit number must be provided if you are paying by credit card. American Express: the number can be found above the embossed account number that appears on your card. Visa or MasterCard: the number can be found on the signature strip on the back of the card and is the last three printed numbers.

☐ By checking this box I have read and fully understand the conditions of this registration form and applicable registration and cancellation fees. If a credit card number has been provided, I authorize MACC to charge this card for all applicable registration fees. My credit card statement will read "Baldrige Regional Conference".



# Baldrige Regional Conferences 2009

Join us for a day of dynamic learning and networking with the 2008 Malcolm Baldrige National Quality Award recipients:

**Manufacturing**  
Cargill Corn Milling North America

**Education**  
Iredell-Statesville Schools

**Health Care**  
Poudre Valley Health System

Learn about their and former Award recipients' best practices and performance strategies in all seven Baldrige Criteria Categories: Leadership; Strategic Planning; Customer/Market/Student/Stakeholder/Patient Focus; Measurement, Analysis, and Knowledge Management; Workforce Focus; Process Management; and Results.

Also hear and participate in Open Mic sessions!

Optional Pre-Conference Workshop for Baldrige Beginners  
with a Special Bonus Session

September 15, 2009  
**Milwaukee, WI**  
Hyatt Regency Milwaukee

October 2, 2009  
**Cambridge, MA**  
Hyatt Regency Cambridge



And The Foundation for the Malcolm Baldrige National Quality Award.

[www.nist.gov/baldrige](http://www.nist.gov/baldrige)

Baldrige National Quality Program  
National Institute of Standards and Technology  
U.S. Department of Commerce  
100 Bureau Drive, Stop 1020  
Gaithersburg, MD 20899-1020  
Official Business  
Penalty for Private Use \$300  
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